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RESEARCH ARTICLE

A STUDY ON EMPLOYEE ENGAGEMENT AND ITS IMPACT ON ORGANISATIONAL EFFECTIVENESS AT WORKPLACE

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ABSTRACT

Banking sector is deemed to be one of the major vital sectors for the economy to be able to function as it is the 'Lifeblood' of economic activity from collection of deposits to providing credits to the public. It is also being one of the key service sector in India, witnessed an explosive growth and expansion. Banking is an evolutionary concept. There is continuous expansion and diversification as regards the functions, services and activities of a bank. The use of technology has brought a revolution in working style of the banks. Employees under performing would cost the organization fortune especially in a banking industry where competition is increasing every day. Unmotivated employees will not positively influence the performance of the banks. To bring about food performance, everyone has to give their best effort to their organization at workplace and more eventually the employees should be motivated.

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INTRODUCTION

Employee engagement has become a controversial topic in the current years, to gather information on impact of employee engagement on organizational effectiveness. Employee Engagement has become a key factor for its business success in the current competitive market. Employees in the organization should have high level of commitments to promote talent retention, foster customer loyalty and improve organizational performance and the value of stakeholders. Employees in the banks are getting unmotivated by their work as the banks processes are too vague and ambiguous. Due to this reason bank is experiencing continuous conflict and behavioral effect. Bank is a financial intermediaries and also a trust based relationship between its clients, employees and banks. Rising income enhanced the need for banking services which resulted in an unexpected growth in the sector and higher demand for transactional banking services. Bank is facing few challenges to cope up with advanced technology, prompt communication system and services i.e. Bank has to act as a trust centre with extended proposition to work out in rapidly

evolving customer need, to provide enhanced services to improve customer's overall experience, to make advertisement in the technology infrastructure and optimisation of resources and to ensure prompt service through engaged and skilled workforce. So, Banks have started to bring about changes in HR Practices in order to retain and develop its employee base.

Employee Engagement Tools:

HR is adopting different Employee Engagement Tools to engage the employees, where they feel a sense of belongingness and valued within the organization.

- Improving pay, conditions and benefits
- Proper work-life balance practices by providing work from home facilities
- Incorporating well-being programs in the form of retreats and recreational activities
- Team building activities through inbound and outbound trainings
- Career planning and development opportunities for employees
- Training and development programs for self improvement

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- Inclusion of POSH (Prevention of Sexual Harassment) for safe working condition for women employees
- Incorporating women empowerment programs
- Employee Counselling
- Individual coaching and mentoring

Organisational effectiveness: Employee's knowledge of how well an organization's assets are being managed has a positive impact on engagement. There is a strong link between productivity and engagement. Employees' knowledge of an organization's productivity levels also has positive impact on engagement. Employee Engagement depends on four major conditions in the workplace such as organization's culture, continuous reinforcement of people focused policies, meaningful metrics and organizational performance. Employee's knowledge of how well an organization's assets are being managed has a positive impact on engagement. There is a strong link between productivity and engagement. Employees' knowledge of an organization's productivity levels also has positive impact on engagement. Employee Engagement depends on four major conditions in the workplace such as organization's culture, continuous reinforcement of people focused policies, meaningful metrics and organizational performance. Employee's knowledge of how well an organization's assets are being managed has a positive impact on engagement. There is a strong link between productivity and engagement. Employees' knowledge of an organization's productivity levels also has positive impact on engagement. Employee Engagement depends on four major conditions in the workplace such as organization's culture, continuous reinforcement of people focused policies, meaningful metrics and organizational performance.

Engaged employees are more loyal to the organization. They work harder and go extra mile for their organization. Employee engagement can be considered as cognitive, emotional and behavioral. Cognitive engagement refers to the employees beliefs about the company, its superiors and the work place cultures. The emotional aspect is how employee feel about the organization and the people involved in it. The amount of work put forth by an employee in their work is reflected by his behavior. Employees who are highly involved in their work processes are more engaged. The high involvement in work practices and positive attitudes of employees leads to enhanced performance. It is an important factor and link between engagement and organizational effectiveness. The organization utilizing high performance work system had significantly higher labor productivity than their competitors, thus having competitive advantage. Employee health is a critical factor in employee engagement which reflects in productivity. Conditions that support health and psychological well being have say in organizational success. Many researches also show that customer loyalty is closely related to employee engagement. There are studies that emphasis a positive relationship between availability of resources and employee engagement. When an employee feel more engaged in their work leads to a better service to customers which in turn results in customer loyalty and improved organizational effectiveness.

Human Capital in Banking Industry: Human capital provides a competitive advantage to any organisation where

employees offer more of their capability and potential. A positive, enthusiastic and committed human capital is the foremost requirement of any trade that can put forth the best spirit and image of his brand. Banks have started to build engaged and skilled workforce and diversity much earlier than other sectors by adopting key HR practices. Based on the recent survey conducted by Indian Banking Association, it has been found that Financial Service Industry is the most preferred industry for graduates or post graduates.

REVIEW OF LITERATURE

Employee engagement and organisational effectiveness:

Alan M. Saks (2011): *“Workplace spirituality and employee engagement”*: The study describes how workplace spirituality and Employee Engagement are related and its implications on Employee Engagement. It has also described the meaningfulness at work and engagement maintenance and generalisation. The framework of the model has presented in three dimensions of workplace spirituality i.e. transcendence, community and spiritual values. These are all related to Employee Engagement through psychological conditions such as meaningfulness in/ at work, safety and availability. The paper concludes that implications of the model for research and practice on workplace spirituality and employee engagement.

Brad Shuck, Thomas G. Reio & Tonette S. Rocco (2011): *“Employee engagement: an examination of antecedent and outcome variables”*: In the article, it has focused on links between job fitness, affective commitment, psychological climate and employee engagement as well as discretionary effort, and intention to turnover. Using Internet based survey with heterogeneous sampling from service, healthcare, retail, banking, technological, non-profit and hospitality fields, it concludes that Job fitness, affective commitment and psychological climate are majorly related to employee engagement, whereas employee engagement is closely related to discretionary effort and intention to turnover.

Emma Soane, Catherine Truss, Kerstin Alfes, Amanda Shantz, Chris Rees & Mark Gatenby (2012): *“Development and application of a new measure of employee engagement: the ISA engagement scale”*: This article is on the new framework of Kahn's theory and develops a model of disengagement with three requirements: a work- role focus, activation and positive affect. This model was operationalised with three new measures like the intellectual, social and affective engagement scale (ISA Engagement Scale). According to the Study 1, 278 employee survey data was collected from manufacturing organisation, whereas Scale 2, 683 data survey is from retail organisation. It concludes that the new scale has positive associations with three theoretically and empirically important outcomes like task performance, organisational citizenship behaviour and turnover intentions.

Suthinee Rurkkhum & Kenneth R. Bartlett (2012): *“The relationship between employee engagement and organisational citizenship behaviour in Thailand”*: This article is based on the relationship between employee engagement and organisational citizenship behaviour (OCB) in Thailand. The study has studied on the influence of employee perceptions on human resource development

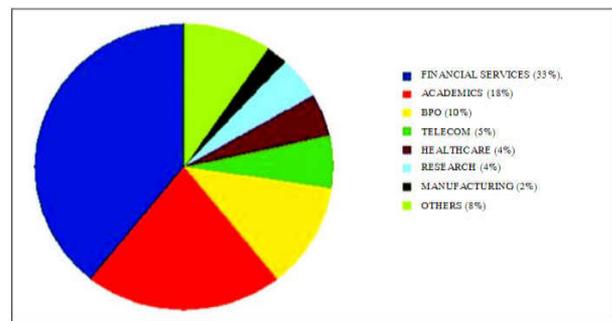
practices. 522 employee data were collected. The result has confirmed that there is positive relationship between employee engagement and OCB.

Timothy D. Ludwig & Christopher B. Fraier (2012): "Employee engagement and Organisational Behaviour Management": This study investigates on the positive psychology and behaviour analysis. According to Positive Psychology concepts, engagement is perceived as a valuable state of mind for employees; as survey found that it correlates with some organisational tactics like human resource policies, procedural justice and positive outcomes like growth, lower costs, and lower absenteeism. In the final stage, it concludes that through Behaviour analysis, it is found that Organisational Behaviour Management creates "engaged" workforce and culture.

J.Arrowsmith & J.Parker (2013): "The meaning of 'employee engagement' for the values and roles of the HRM function": This article is based on the case study to improve the engagement and performance of supervisory staff at New Zealand. The important contribution are-1) the engagement initiates on the requirement of political intelligence and commitment on the part of HR. Therefore, they require a clear business which is focused on performance, and not merely on engagement itself 2) A purposive approach is done to analyse the fundamental issues like employee voice, work design and management agency on employee engagement.

Chandra Sekhar Patro (2013): "Impact of Employee Engagement on Organisation's Productivity": This article investigates the level of commitment and involvement an employee has towards their organization and its values and beliefs. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. Employee engagement initiative has a direct impact on the organization's productivity. All organizations want their employees to be engaged in their work. Employee engagement is linked to customer satisfaction which is linked to an organization's financial success. Engagement comes about when enough people care about doing a good job and care about what the organisation is trying to achieve and how it goes about doing it. This caring attitude and behaviour only comes about when people get satisfaction from the jobs they do believe that the organisation supports them and work with an effective HR manager. In this paper a literature review from various research findings and corporate practices are employed using a descriptive study technique. It projects the impact of employee engagement on organization's productivity. It also presents the factors influencing the employee engagement and organizational outcomes.

Stefanie Reissner & Victoria Pagan (2013): "Generating employee engagement in a public-private partnership: management communication activities and employee experiences": This article indicates how employees can be engaged and how to achieve employee engagement through management activities. This research is based on the importance of organisational change, communication and culture. Research demonstrates on two main factors: i) Managers use both direct and indirect forms of communication to create a good environment for the employees to get engaged in their work.



Source: Indian Banking 2020: Making the Decade's Promises Come True - by IBA

ii) Employees feel that they are valued and engage themselves to their organisational work goal. The study concludes that there is positive relationship on direct and indirect forms of communication and employees get engaged on organisational work goal.

Sarah Jenkins & Rick Delbridge (2013): "Context matters: examining 'soft' and 'hard' approaches to employee engagement in two workplaces": The study observes that employee engagement has categorized with two approaches i.e. 'hard' and 'soft' and examine how this will reflect the different external and internal context of management operation. The importance of this research is to combine the practitioner concern with the role and managers practices insights related to the job features. The major characteristic of organisational context is to examine the tensions and constraints which encounter the management in promoting the engagement. The conclusion is drawn on the critical organizational and HRM literature to make a contribution to understand the different applications of employee engagement within organizations.

Soumendu Biswas, Arup Varma & Aarti Ramaswami (2013): "Linking distributive and procedural justice to employee engagement through social exchange: a field study in India": The study explains about the link between distributive and procedural justice to employee engagement through social exchange mediators. Among 238 managers and executives from manufacturing and service sector firms in India describes the concepts through Perceived Organisational Support (POS) and psychological contract. The research studies that there is a relationship between procedural justice and employee engagement through POS and psychological contract.

J., Anitha (2014): "Determinants of employee engagement and their impact on employee performance": The purpose of this paper is to identify the key determinants of employee engagement and their predictability of the concept. It also studies the impact of employee engagement on employee performance. Causal study was done to study the impact of relationships. A survey questionnaire was developed and validated using a pilot data ($\alpha=0.975$). Simple random sampling was used to select the employees from middle and lower managerial levels from small-scale organisations. A total of 700 questionnaires were distributed and 383 valid responses collected. Regression and structural equation modelling were used to predict and estimate the relationships. Special focus and effort is required specifically on the factors working-environment and team and co-worker relationship as they have shown significantly higher impact on employee engagement and employee performance.

Organisations shall focus on presenting a great environment for employees to work and promote programmes that would enhance peer relationships. The determinants of employee engagement indicate a healthy working atmosphere that reflects on the social impact created by the organisation. Employees would enjoy considerable attention in terms of the determinants being addressed. The research emphasises the growing importance and need for crystallisation of the concept of employee engagement. The research is unique in respect to the comprehensive model that is developed and validated.

Mandu Sibiya, Johanna H. Buitendach, Herbert Kanengoni & Shaida Bobat (2014): *“The prediction of turnover intention by means of employee engagement and demographic variables in a telecommunications organisation”*: The study investigates on the prediction of employee turnover intention, demographic variables and Information and Communication Technology (ICT) organisation. Through Cross-sectional survey the data was collected from the organisation. Utrecht Work Engagement Scale (UWES) used to measure employee engagement by using a sample of 2276. There is negative significance relationship on employee engagement relation to turnover intentions reference to age, tenure. This study has practical implications to contribute on human resource activities in the form of differentiated remuneration and retention strategies based on differences in age and tenure.

Vathsala Wickramasinghe & Shyama Perera (2014): *“Effects of perceived organisation support, employee engagement and organisation citizenship behaviour on quality performance”*: This study investigates the influence of POS (Perceived Organisation Support), EE, OCB (Organisation Citizenship Behaviour) on Quality Performance. Structural equation modelling was used for the data analysis. It is found that OCB-I mediates the relationship between POS and quality performance as well as employee engagement and quality performance. However, the findings suggest that neither POS nor employee engagement operates as an antecedent to OCB that immediately benefit the organisation in general (OCB-O).

Yong-Ki Lee, Sally Kim & Sun Yong Kim (2014): *“The impact of internal branding on employee engagement and outcome variables in the hotel industry”*: This study examines the internal branding which helps the service organisation to achieve the desired outcomes such as Job satisfaction and employee loyalty. Consideration of relationship among internal branding, employee engagement, job satisfaction and employee loyalty is based on the development of the social exchange theory. The finding of the study is that the internal branding is critical for the employees to be engaged with the job and the organisation.

Jeremy Mitonga-Monga & Frans Cilliers (2015): *“Ethics culture and ethics climate in relation to employee engagement in a developing country setting”*: The study investigates into the relationship between employee perceived workplace ethics culture and climate variables and their level of engagement. The research is measured on three elements- corporate ethical values scale (CEVS), ethical climate questionnaire (ECQ) and Utrecht work engagement scale (UWES). The finding of the research indicates that the participants perceived workplace ethics culture and

workplace ethics climate is significant and positively related to their level of engagement.

Sowath Rana (2015): *“High-involvement work practices and employee engagement”*: This article is on the high involvement work practices and employee engagement. The main characteristics of high involvement work practices are:

- Employees are involved in making decision.
- They maintain transparency by sharing the information.
- Good performance is recognised and rewarded.
- Necessary training is given to improve on their knowledge.

This research investigates and concludes that there is positive connection to engagement and the work practices.

Zeynep Y. Yalabik, Yvonne Van Rossenberg, Nicholas Kinnie & Juani Swart (2015): *“Engaged and Committed? The relationship between work engagement and commitment in professional service firms”*: This study is on the relationship between the employee engagement and foci-commitment of employees in Professional Service Firms (PSFs). PSFs are more competent on the basis of their ability to support their employees to generate extraordinary knowledge based on services and products, acting inside and outside the organisational limits. Through survey of 375 employee data, they made a comparison of two models to be tested between the work engagement and multi-foci commitment with reference to the organisation, the client, the team and the profession.

Paluku Kazimoto (2016): *“Employee Engagement and Organizational Performance of Retail Enterprises”*: The degree of retail employee engagement and the level of job satisfaction were very high in retailing enterprises in Wabulenzi-Luwero city. However, it was observed that in retailing organizations, employees were found it difficult to make equilibrium of work experience and house life with their employment. The findings from that employee commitment for activities and image of the company in the industry sector, provision of fair rewards for work, job satisfaction and availability of tools and resources in the organizations have strong and significant relationship.

Saloni Devi (2017): *“Impact of employee engagement on organizational performance: A study of select private sector banks”*: The results were positively directed and fulfilled the research aims of the current study. The model extracted on the basis of review of literature has revealed the existence positive relationship between Employee Engagement and Organizational performance. Employee engagement should be a continuous process of learning, improvement, measurement and action. The relationship between employee engagement and organizational outcomes would be stronger if better measures.

RESEARCH PURPOSE AND RESEARCH QUESTION

Indian banking sector is considered to be one of the strongest pillars of Indian economy. The challenges like adherence to strict norms, intense competition, robust technological challenges, financial inclusion and managing customers and employees have led the sector to a transformation. To meet the environmental challenges and occupy the opportunities,

the sector needs a workforce that is willing to contribute physically, logically, emotionally and ready to go additional miles. To this end it seems desirable for the future strategies and HR practices to take their workforce to next levels of engagement. Since, the construct being vital to be explored further, the present study seeks to examine the effect of employee engagement on organizational effectiveness in banking sector.

OBJECTIVES OF THE STUDY

- To study the trends of Employee Engagement drivers at different times.
- To identify the drivers that influence Employee Engagement and its outcomes.
- To determine the factors influencing Employee Engagement and Organisational effectiveness.
- To study the direct and indirect relationship between Employee Engagement, Organisational Effectiveness.

METHODOLOGY

The analysis involved the usage of version 20 of IBM's SPSS as well as Microsoft Windows Excel. This was preceded by data cleaning which is one of the most crucial and initial steps among the routines of processing a given data (Bordia et al, 2008). The process was void of any missing data from the source file therefore heightened the credibility and confidence in the data. The reliability analysis produced a Cronbach's Alpha that transcended 0.7 (Haslam and McGarty, 2003) which puts the results in an esteemed package. The interviews were carefully transcribed and analyzed where specific themes were identified in support of the quantitative data. In sum, triangulation was the approach adopted by the researchers.

FINDINGS AND DISCUSSION

The HRM Practices obtained a mean of mean equivalent to 1.600. This implies that the participants' general attitude concerning the HRM Practices at MTN Ghana is positive and in high level of acceptance. Similar pattern is observed in the comparison of agreement responses in percentages. In critical comparison of the 'HRM Practices' to 'Overall employee engagement' on agreement percentage portrayed a homogeneous signal (91.4% and 88.0). The Pearson's Correlation Coefficient for this variable also proves a moderate relationship between 'HRM Practices' and 'effective employee engagement'. This positive relationship ($r=0.528$), though moderate, it is the third highest among the five independent variables. According to Hackman and Oldham (1980) the degree of confidence and trust that employees have in their superiors is contingent on the kind of relationship that exists between the two parties. When the organizational structure favors a flat pattern, it encourages cordiality and unity which promotes atmosphere of insightful learning. A research finding by Armstrong (2000) attributes poor employee-supervisor relationship as 57 percent responsible for employee attrition and under-performance in most business firms. To support his stance, he cites results of interviews with participants of his study where some participants stated that their enthusiasm and zeal for work were lost simply because they had a sour relationship with their supervisors.

The survey produced a mean of mean of 1.720 in relation to employee-supervisor relationship which signifies a positive attitude and cordial existence between employees and their superiors in the company. Putting the values of 'employee-supervisor relationship' side by side with 'Overall employee engagement' in terms of percentage agreement shows 86.3% and 88.0% respectively. This also depicts a significant homogeneity of the results.

Recommendation and Conclusion

This study carefully examined and evaluated in detail the core employee engagement strategies in relation to organizational success. The researchers adopted a quantitative analysis in assembling the views of employees and drawing meaningful conclusions via descriptive and inferential statistics. In order to authenticate and enrich the findings of the survey, interviews were conducted where relevant themes were identified. The researchers through rigorous literature review dug out the core engagement strategies as: work environment, HRM Practices, employee supervisor relationship, job satisfaction, and organizational culture.

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